

The Business

This mid-sized regional cleaning company operates across the South of England and the midlands. Their clients are commercial businesses ranging in size from small local firms to large national plcs and local government establishments such as schools.

The Problem

The business had grown largely through word-of-mouth based on a reputation for good-quality work, reliability and flexibility. In recent times this growth had levelled-off and the business was finding that margins were under increasing pressure. They were aware of changes in the procurement habits of their larger national customers which meant they had lost some large contracts to larger national operators or facilities management businesses. Their target mid-range customers were also becoming more price-sensitive. The company wanted to re-ignite growth by improving their sales and marketing but did not know how to go about this.

The Solution

Following initial review and discussions we helped the directors to:

1. Develop an accurate picture of their market and in particular their preferred client type (their target market);
2. Clarify their proposition in terms of the benefits for their clients and how they are different from other cleaning companies;
3. Identify the promotion activities that would reach their target market most cost-effectively in terms of number of leads generated;
4. Understand their sales pipeline, including qualification criteria and conversion rates, from lead to close;
5. Translate their turnover target into marketing and sales activities using historical sales figures, the selected promotion types and the sales pipeline statistics;
6. Consolidate this into a marketing and sales planner and budget for the year.

The Result

The client now has a managed and focused sales and marketing process that is having a significant impact on their sales performance.